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ABSTRACT

This model, developed and tested in Vermont, involved a two-day assembly using a technique concentrating on small-group dynamics to encourage productive community assessment and decision-making. Included are exhaustive documentation of an example assembly to consider options for integrating human and environmental requirements in Vermont as a follow-up to the United Nations Conference on Human Settlements (HABITAT) held in 1976 in Vancouver, Canada. Description of this example assembly includes discussion of finances, planning, evaluation, follow-up, and scheduling. (RE)

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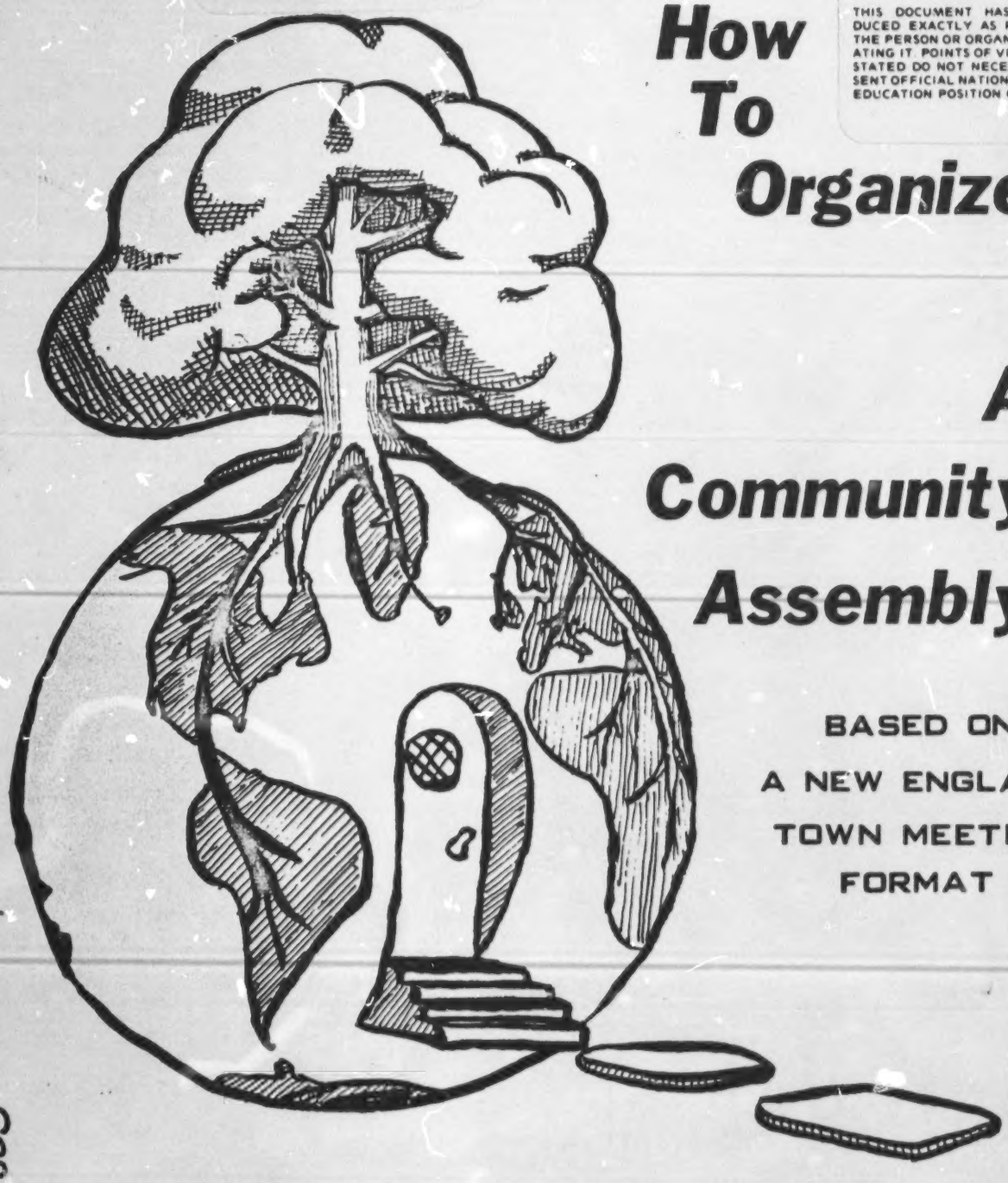
How To Organize A Community Assembly



BASED ON
A NEW ENGLAND
TOWN MEETING
FORMAT

A TECHNIQUE FOR
DETERMINING COMMUNITY PRIORITIES

SE 028 803

INTRODUCTION

As a follow-up to "HABITAT - The United Nations Conference on Human Settlements" held in Vancouver, British Columbia, Canada, in June 1976, THE BOLTON INSTITUTE under a grant from the Department of Health, Education, and Welfare, Office of Environmental Education, organized three separate two-day assemblies to consider the options for integrating human and environmental requirements in Vermont.

This manual is designed to assist others in the use of the Vermont HABITAT Model in bringing diverse community interests together to focus on and find solutions to community problems.

Sponsored by the Office of Environmental Education, U.S. Department of Health, Education, and Welfare, and implemented by the Bolton Institute, Wellesley, Massachusetts as a follow-up to "HABITAT - The U.N. Conference on Human Settlements."
Grant Number: DHEW - OEE - GOO - 7602031
1-237221590-A2

HOW TO ORGANIZE A COMMUNITY ASSEMBLY

...Based on a New England Town Meeting Format...

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ASSESSING QUALITY OF LIFE IN HUMAN SETTLEMENTS

Inherent in any decision affecting human settlements should be the consideration as to whether or not the decision:

- ..is supportive to the natural environment;
- ..evaluates the demands on limited global resources;
- ..considers alternative resources which are local and renewable; and
- ..encourages an improved standard of living for those existing in degrading conditions.

A specific checklist applicable to the evaluation of any human settlements policy or plan might be:

Does the policy...

- ..avoid or mitigate any harmful impact on the environment?
- ..reduce the consumption of limited natural resources?
- ..conserve finite energy resources and encourage the use of alternative, renewable sources?
- ..encourage the use of natural materials which are reclaimable within natural systems or recyclable within an industrial production system?
- ..avoid planned obsolescence?
- ..encourage self-sufficiency?
- ..encourage employment of human skills?
- ..develop viable enconomic markets meeting the preceding criteria?
- ..require the protection of life from toxic and carcinogenic substances?
- ..apply multi-disciplinary perspectives to problem-solving?
- ..respect the dignity and intrinsic worth of all life?
- ..provide shelter for all peoples which
  - a. respects the integrity of their spirit?
  - b. includes the fundamentals of heat, light, water, sewage?
  - c. prevents harm from fire and other hazards?
  - d. permits individuals access to shops, transportation, education, medical care and other public services?
  - e. does not isolate one social, economic, ethnic or age grouping from the overall community?
  - f. recognizes the negative effects of inadequate space within a shelter or among shelters?
  - g. is not physically and visually designed to lessen one's sense of worth?
  - h. is sensitive to the needs of children, the aged and the infirm?

IN THE BEGINNING... The HABITAT Assemblies were specifically designed to assist diverse community leaders to assess their community and establish priorities for the future to meet the human and environmental requirements of their settlement.

The model developed and tested in Vermont involved a two-day assembly using a primarily small-group dynamics technique to encourage productive community assessment and decision making.

This HABITAT model is readily transferable to other subjects by appropriate changes in the background materials and the resource people who present the basic data on the first day. If some other subject is chosen as the focus, needless to say the sponsors must initially make a determination of objectives and delineate the scope of the Assembly.

FINANCES... Ideally, the project should be adequately funded. Expenses for a two-day assembly based on the HABITAT model include:

Salaries for staff (project director, consultants, assistants, facilitators, clerical assistance)
Meals for participants
Expenses for speakers, resource people, staff (travel, meals, lodging)
Telephone, postage, printing
Expenses vital to initial planning and assembling final report
See Budget - Exhibit A.

If finances are restricted, some of these expenses can be covered by in-kind contributions. However, the invited participants should not be expected to finance any portion. Broad community representation is vital to the success of the assembly. A two-day interruption is a busy schedule devoted to this project is sufficient contribution. No further impediments to attendance should be permitted.

EXHIBIT A

COMMUNITY ASSEMBLY SAMPLE BUDGET PROPOSAL

EXPENSES:

PERSONNEL

Project Director (number of months x salary per month)	$_____
Consultant (hours x rate)	$_____
Clerical Support (weeks x rate per week)	$_____
Facilitators (number of persons per assembly x per diem)	$_____
Recorders (number of persons per assembly x per diem)	$_____
Keynote Speaker (per diem)	$_____
Resource Personnel (number of persons per assembly x per diem)	$_____

TRAVEL

Project Director	$_____
Resource People and Facilitators	$_____
Car Rental (if necessary)	$_____

MISCELLANEOUS

Postage	$_____
Telephone	$_____
Office Supplies	$_____
Reproduction of: Invitations, Reports, Background Documents, Name Tags, Training Materials, Agenda, Recorders' Notes, etc.	$_____
Advisory Council	$_____

FACILITIES AND RELATED ASSEMBLY COSTS

Rental of Facilities	$_____
Rental of Equipment (Projector, Screen, etc.)	$_____
Supplies - (Paper, Pens, Tapes, etc.)	$_____
Beverages	$_____
Luncheons (number of persons x cost)	$_____
Dinners (number of persons x cost)	$_____
Lodging and other meals for staff (number of facilitators, speakers, etc. x cost)	$_____

TOTAL EXPENSES $_____

INCOME:

GRANT	$_____
CONTRIBUTIONS	$_____

TOTAL INCOME $_____

Project Director

The sponsors should engage a Project Director as soon as possible after the decision is made to proceed with the project. The Director should have experience in organizing conferences and also be familiar with the subjects to be covered and with the objectives of the conference.

If the Project Director is not intimately familiar with the area which has been chosen as the focus of the assembly, it is important that a local consultant be retained. The consultant should meet with the Project Director early in the preparation to assist in the analysis of the target community, its character and the essential elements which must be presented for any meaningful dialogue.

Advisory Council

For the HABITAT Assemblies a twelve-member National Advisory Council was organized. The Council was representative of the federal agencies involved in HABITAT, the state agencies and the private sector. (See Exhibit B)

A conference with some other subject focus would dictate a different representation on the advisory body; however, it is important to insure the mix of public and private organizations and of the different government levels.

The Advisory Council shoud meet as a group in the formative stages of the project to make recommendations on the format. One meeting is probably sufficient. As materials are developed, they should be sent to the Council for their review and comment. The Council also serves as a reservoir of speakers, facilitators, and resource people for the assemblies.

EXHIBIT B (1)

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1835 K Street, N.W.
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(202) 872-1014

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"Bridging the gap between the requirements of human societies and the welfare of nature's systems."

EXHIBIT B (2)

BOLTON INSTITUTE, INC.

Suite 302
1835 K Street, N.W.
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June 30, 1976

Dear (Advisory Council Member):

The Bolton Institute has recently been awarded a grant from the Office of Environmental Education/HEW to conduct a follow-up program to "HABITAT - the United Nations Conference on Human Settlements" recently held in Vancouver, British Columbia.

Our "HABITAT" program will be in the form of two community education workshops in Burlington and Brattleboro, Vermont this Fall. These two day "Town Meetings" will address the inter-relationship of human settlements and the natural environment on a local level.

The Vermont HABITAT program is being designed as a model which can be used to address human settlement issues in other U.S. communities. With this national focus in mind, we feel it imperative to include the insights, expertise, and advice of those who have national responsibilities relevant to the concerns addressed by HABITAT.

There, we are forming a National Advisory Council as part of this project. As program materials are developed, Council members will be asked for their review and comments. Members will also be invited to attend one or both of the workshops (scheduled for late September 1976) as observers or resource persons.

In light of your interest in the recent HABITAT Conference, we would deeply appreciate your expertise on the Advisory Council. We have scheduled an opening luncheon meeting of the National Advisory Council on July 14, 1976, in Washington, D.C.

We would appreciate receiving your response concerning your membership on the Advisory Council and your attendance at the opening meeting prior to July 6 so that we can make the necessary meeting arrangements. The initial luncheon will be held at 12:15 P.M. at the City Tavern Club, 3206 M Street, N.W., on Wednesday, July 14, 1976.

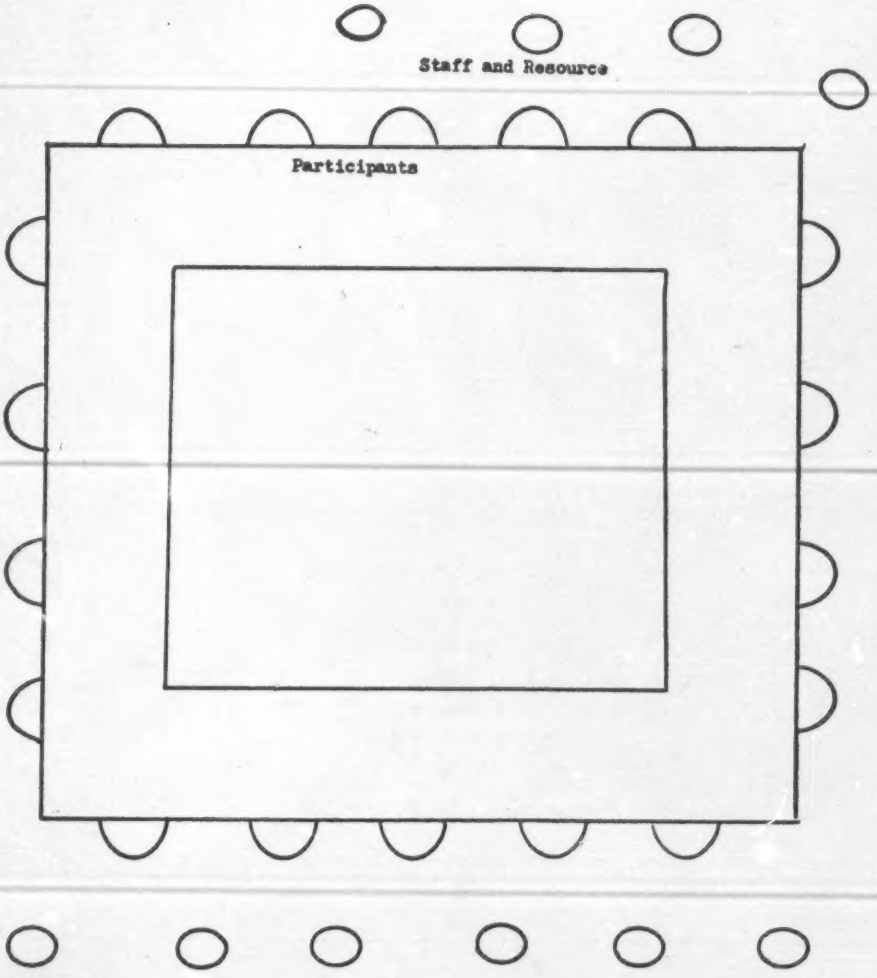
Faithfully,

(President or Chairman)

P.S. A copy of our Vermont Town Meeting Proposal has been sent to you under separate cover.

"Bridging the gap between the requirements of human societies and the welfare of nature's systems."

SUGGESTED ROOM DIAGRAM EXHIBIT C



Selecting Target Community

A key decision to a successful follow-up is to determine precisely the geographic area to be the focus of the discussion. The HABITAT model appears to work well for a neighborhood, small town (12,000 population), small city (50,000 population), or a sub-state region (100,000).

The limit to the size of community chosen may be in the ability to provide cross-section representation among the participants and at the same time keep the group small. Thirty to fifty participants appears to be the optimum number for meaningful involvement. For a large city it would be more profitable to divide the municipality into definable neighborhoods.

Facilities

Facilities for an assembly must be carefully chosen. The location must be convenient to minimize travel time by participants, but sufficiently isolated to discourage interruptions brought about by attempts to attend to other appointments between sessions. There must be a large room to allow all participants to sit around tables placed in a square pattern, with enough additional space along the walls for staff and resource people. (See Exhibit C) It is important that this room be well ventilated and lighted - preferably with windows. The room must also have the capability to be darkened for films. Projection equipment and a projectionist must be available. Back-up equipment is helpful in case of malfunction, as well as an extra bulb, extension cord, etc.

Additional facilities are needed in appropriate number for the small group sessions. These should comfortably accommodate ten to fifteen people who are also seated in the square table configuration. This configuration lends itself well to group discussion. With all the participants facing each other there is no "lead" table and the group is thus talking together rather than being talked to. These rooms for small groups must be isolated to avoid distractions. Each must be equipped with easels, pads of newsprint and markers for the recorders.

DINING FACILITIES

Dining facilities should be available in the same building in case of inclement weather. Care should be taken to avoid using the dining room as one of the meeting rooms so that the meetings and preparation of the meals may be carried on simultaneously. This eliminates delay and confusion.

Overnight accommodations are necessary at the location for staff and resource people. The staff should be able to meet for dinner the evening before the conference for an in-depth briefing of the format and to review the facilities and the working agenda. It is also helpful if the staff meets for breakfast each morning to review any unexpected changes.

The Project Director should visit each site location before final decision is made. A conference should be held with the facilities manager to review requirements and to discuss prices for accommodations. In the Vermont experiments, representatives of the chosen establishments were extremely cooperative. They assigned a staff member to be constantly available to supervise the operation and to assist the Project Director in any last minute emergencies.

Drinking water should be available in the meeting rooms. Rest rooms should be convenient and public telephones available - but not too convenient. Messages for participants, unless of extreme urgency, should be held for coffee or meal breaks.

It is a great asset if the locations selected provide quality meals. In preparation for a two-day conference this is especially important. An inadequate menu can be tolerated for one day, but does not contribute to the success of a longer meeting. Comfortable meeting rooms and properly fed participants are important in insuring proper response from the individuals attending. Food should be well prepared, served in a relaxed setting, and not too heavy in quality or quantity. We recommend the elimination of desserts at lunch time to encourage maximum participation at the afternoon sessions.

Background Materials

To assist the participants in the Vermont Assemblies to assess the operational components common to communities, base-line documents were produced under three major headings: Human Environment, Systems, and Natural Environment. The individual papers developed under these headings were:

Human Environment:

- Shelter
- Energy
- Industry
- Agriculture
- Recreation
- The Future
- Case Studies

Systems:

- Transportation
- Waste
- Education and Communications
- Health
- Technology
- Case Studies

Natural Environment:

- Ecosystems
- Air Quality
- Water Quality
- Land
- Case Studies

See Exhibit D for examples.

These working documents were not copyrighted and the participants were encouraged to reproduce them as they wished. Additional resource papers on World Resource Briefs, Vermont Resource Briefs, and on the local areas involved were also provided. A list of these materials and a bibliography of printed materials which were distributed are found in Exhibits E and F.

One of the goals of the project was to provide the participants with the beginnings of a resource library to support interest in the concerns which were addressed. This is vital to the continuation of action on the part of the participants after the conclusion of the assembly.

ECOSYSTEMS

ARE WE ON THE INSIDE OR THE OUTSIDE?

ENERGY

PROBLEM OR HOAX?

HEALTH

CREATING OUR OWN PROBLEMS?

Natural Environment

AGRICULTURE

FEEDING THE SYSTEM OR PEOPLE?

pounds.? Herbicide application has increased 20 fold, and indecticide use has increased 10 fold in that same period of time.

Excessive use of nitrogen fertilizer, a petrochemical product, does not yield correspondingly sizeable plant growth—there is a limit to the amount and speed with which crops can take up the fertilizer. At excessive nitrogen use has consequences. Unused nitrogen and runs into streams ...ation—the over- to abundant depletion the

EXHIBIT E

VERMONT RESOURCE BRIEFS

Total Area 9,609 sq. miles (6,150,000 acres)
Land 9,276 sq. miles
Water 333 sq. miles

Agriculture Production - 6,600 farms 1,860,000 acres (1973)
Forested 4.300.000 acres
Public Lan
Federal
State &
Land in Se
Density -
Population
Registered
Major citi
(19
Major Drai
Connect
Hudson
St. Law
Major Rive
Connect
Lamoill
Winoosk
Missisq
White R
Otter C
Mountains
Highest

urban are
515,172
54.2%
mont
es in Vermo

104 peaks over 3,000 msl

Climate
Temperature (mean °F) - January; 14 to 22 July; 64 to 70
Precipitation (average annual inches)
Total (water equivalent) 32" to 62" Snow 60" to 120"
Runoff (average annual inches)
Total 10" to 42" (approx. 2/3 occurs during snowmelt)

BACKGROUND MATERIALS - EXHIBIT E

Additional Resource for Vermont Citizens

1. Vermont Land Capability, Vermont State Planning Office, September 1974, Montpelier, Vermont
2. Vermont Citizens' Guide to Government in Vermont. League of Women Voters of Vermont.
3. Annual Report, Council of Economic Advisers, State of Vermont. James J. Ritchie, Chairman, March, 1976.
4. Vision and Choice, Vermont's Future, The State Framework Plan. A Statement by the Vermont Planning Council, 1968.
5. Vermont Environmental Report (monthly periodical) Vermont Natural Resources Council, Montpelier, Vermont.
6. Possibilities for Management of Vermont's Built Environment (quarterly periodical). Historic Preservation Graduate Curriculum, History Department, University of Vermont, Burlington, Vermont 05401
7. The Vermont Backroad, A Guide for the Protection, Conservation, and Enhancement of Its Scenic Quality. Northeast Environmental Design, Woodstock, Vermont, March 1974.
8. Vermont Housing Finance Agency First Annual Report, 1975.
9. State of Vermont Energy Conservation Guidelines. Vermont Public Service Board and The Agency for Environmental Conservation, Montpelier, Vermont. April, 1974.
10. Vermont Natural Areas Project (Phase II) Technical Report. Vermont Natural Resources Council, March 1976.
11. "Vermont--Four Years of Experience", Chapter 3 of Land Use and the States, Robert G. Healy of Resources for the Future (Washington, D.C.) published by Johns Hopkins University Press.

EXHIBIT F

WORLD RESOURCE BRIEFS

POPULATION

One hundred years after the beginning of industrialization the urban population of the world accounted for 15 percent of the world total, leaving rural peoples overwhelmingly predominant.

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LAND

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WATER

70
water represents 3 percent of total supply.

In the less developed countries annual consumption of water is 200-260 cubic yards.

In the United States annual water consumption is 2600 cubic yards.

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Fresh

BACKGROUND MATERIALS - EXHIBIT F

BIBLIOGRAPHY

THE BOLTON INSTITUTE PAMPHLET

CHALLENGE, August 1975, US Department of Housing & Urban Development

CHALLENGE RESPONSE (Guide to CHALLENGE RESPONSE PAPERS) 1976, HUD

CHALLENGE RESPONSE PAPERS, September 1976, HUD
1. Citizen Involvement
2. Community Development
3. Communications
4. Economic Development
5. Environment
6. Health
7. Human Values and Understanding
8. Learning
9. Leisure
10. Transportation

ENERGY CONSERVATION - Understanding and Activities for Young People, 1975, Federal Energy Administration

HABITAT: 1976, The United Nations Conference on Human Settlements
1. The Vancouver Declaration on Human Settlements and The Vancouver Action Plan
2. To Shelter Humanity, A Symposium on World Housing Needs and Environment

HORIZONS ON DISPLAY, 1976 US Department of Housing & Urban Development
1. A Guide to the 200 Sites - Bicentennial Tribute to Community Achievement
2. A Catalog of Community Achievement

LAND USE, 1974, League of Women Voters Education Fund

NATIONAL ENERGY INQUIRER, August 1976, Bolton Institute

PEOPLE ON THE LAND, 1971 Vermont State Planning Office (Robert Burley Associates, Waitsfield, Vermont) - (HUD)

RESOURCE RECOVERY AND YOU, 1974, National Association of Secondary School Principals and National Center for Resource Recovery, Inc.

A SUMMARY REPORT OF THE IMPACT OF THE SKI INDUSTRY ON VERMONT, 1976 League of Women Voters of Vermont & Vermont State Planning Office

VERMONT'S LAND USE AND DEVELOPMENT LAW, Reprint from Title 10 of Vermont Statutes Annotated

"WHAT'S IN IT FOR ME?", 1976, League of Women Voters Education Fund

WHERE DO WE GROW FROM HERE? by Robert Cahn, 1973, A reprint from The Christian Science Monitor

Facilitators

To insure stimulating discussion sessions, a facilitator should be engaged for each of the small groups into which the assembly will be divided. These should be carefully chosen for their experience in small group dynamics and their familiarity with the general subjects of discussion. For the HABITAT model these subjects included: the Vancouver HABITAT Conference, planning for human settlements, or natural environmental concerns and their inter-relationship with human environmental concerns. The responsibility of the facilitator is to encourage discussion within the assigned group in keeping with the framework of the design model. This requires great skill in handling the group, making sure each member is involved and participates in the discussion, limiting the more aggressive, assertive members to their share of the time, and encouraging the enthusiasm and energy generated in a productive manner.....all this without seeming to impose on the group at all.

Recorders

Each group should be assigned a Recorder to capture the essence of the discussion by noting key words or thoughts on large sheets of newsprint in full view of the group. This technique is particularly important as it allows for instant correction if the group member does not feel that his point is properly understood. This is much more valuable than having a Recorder taking private notes. The newsprint sheets are collected after each session, labelled as to group and session, and finally transcribed and mailed to each participant for their records. (See example in Exhibit G)

At two of the Vermont Assemblies members of the League of Women Voters acted as Recorders. We found them very reliable and experienced in recording ideas and meetings. They usually have some background knowledge of the subjects being discussed which tends to improve the quality of the reporting.

It is important to hold a briefing session with the Recorders prior to the beginning of the morning session on the first day so that all have the same understanding of what is required. Recorders can be used to handle the tape recorder for the speakers. Tapes should be labelled carefully to designate speaker's name and which segments of which session are being covered. The presentations can then be transcribed and combined with the Recorders' notes to provide a complete report of the entire assembly.

Resource People

Resource People should be chosen for their expertness in the subjects to be discussed in the Round Robin sessions on the morning of the second day. They also should have considerable experience in working with small discussion groups in order to successfully stimulate creative discussions following their presentations. In Vermont some members of the National Advisory Council were invited and acted as additional resource people, participating in individual and ad hoc small group discussions during breaks and at meals.

Contact should be made with the National Advisory Council, Facilitators, speakers, and Recorders about three months before the scheduled date. This allows sufficient time to establish a definite program and meet printing schedules. (See sample invitations - Exhibit H)

TRANSCRIPT OF RECORDERS' NOTES - Exhibit G

HABITAT/AGENDA FOR THE FUTURE
Bolton Valley Lodge, Bolton Valley, Vermont
May 17-18, 1977

THE REAL WORLD
3 Group Sessions - May 17, P.M.

GROUP A - Facilitator: Elizabeth Dodson Gray

SHELTER
Summary.....
Best spaces aren't necessarily in the suburbs; middle class reclaiming cities - "centrification" - will low income people be forced out to edges?

People wanting to move from poor urban housing to suburbs

What will happen to the structures that have built up the (district)?
A & P, MacDonalds, etc. moving into inner-city.

A constant recycling
Areas rise and decline - is this a new phenomenon?
What about displacement of people from revitalized areas- rich get new, nice structures

Only way you can replace worn housing area is by large influx of $ - what will happen when weekend mobility is lost?

INDUSTRY
Summary.....
What are major industries in Chittenden County? - IBM, Recreation, University, Medical
Feeling that light, clean industry is best for this area for reasons of location, climate, sentiment, population not attuned to heavy industry
Industries usually bring some of own people - need new housing - people like it here and don't want to be transferred
What were trade-offs involved with above mentioned "industries"..
.they raise need for services (housing, electricity, etc)
.land use - require room to expand/have to move to where space is

AGRICULTURE
Summary.....
10.1 acre subdivision: what is for sale - promotes sprawl
Act 250 came when environmentalists and people who did not understand cities were coming into state - why put trailer on 10.1 acres? why not leave 9 acres in farm land? because development is what occurs

ROUND-ROBIN PRESENTATIONS

GROUP B NATURAL ENVIRONMENT (Vogelmann)

Water -
Camel's Hump - research center
everything measured
climate changes
temperature changes
amount of water/precipitation changes drastically at higher elevations
Monitored amount of water held in forest soils -
mo'l retains as much water as after heavy rain due to clouds (fog) breaking up in evergreen trees and falling like rain
Mexico has 1000 acres of desert/man-made because of tree removal
Evergreen more efficient in water retention than other trees - edges are what count
Man-made collection systems could be mounted
Chittenden County - much of water supply comes from mountains
During fogs 100% humidity

SYSTEMS (Gray)

1. Economic
Causes something to be tried or not done

2. Political
Access in terms of citizenship can override economic system

3. Technological
When they fit into Eco-System everything OK- otherwise, conflict

"STRATEGIES OF CHANGE"
Plenary Session-Day 2-Session 1

RESOURCES Human
Material

to Use
Preserve
Recapture

in relation to essence/character of region

.....

GOALS ... GROUP A

.Develop Regional Consciousness - media
schools
laws
regional TM (i.e. public participation)

."Balanced" Growth

.Maximum utilization of and conservation of resources, buildings, systems

.....

GOALS ... GROUP B
.Regional Council (vs. town orientation)

. Determine patterns of human settlements - carrying capacity?

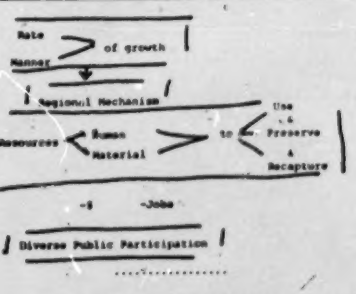
.Government and tax system - restructure to regional

GOALS ... GROUP C

.PREAMBLE - Define Goals

.Growth rate - control

.Regional Council - form/education



WHAT CHARACTER, STYLE, PERSONALITY FOR COUNTY?

WAYS OF UNEXPECTED EFFECTS OF FEEDBACK LOOPS
eg taxes to rural town to bring urban services

.....

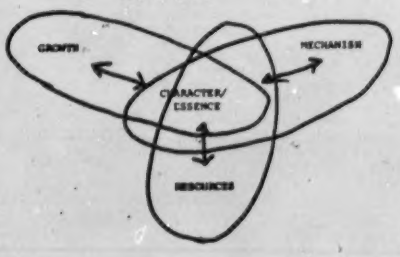


Exhibit H

SAMPLE Letters of Invitation

September 13, 1976

Dear (Speaker, Facilitator, and/or Advisory Council Member):

It is indeed an honor to have you as a member of the National Advisory Council for the "HABITAT/Agenda for the Future" program. I particularly appreciate your arranging your busy schedule so that you can attend both of these assemblies.

As you know, the dates are as follows:

Burlington, Vermont
September 21, 1976 - 8:30 A.M. to 8:00 P.M.
September 22, 1976 - 8:30 A.M. to 4:00 P.M.
Marble Island Club, Malletts Bay, Colchester, Vermont

Brattleboro, Vermont
September 29, 1976 - 8:30 A.M. to 8:00 P.M.
September 30, 1976 - 8:30 A.M. to 4:00 P.M.
School for International Training, Brattleboro, Vermont

We have reserved accommodations for you for the nights of September 20 and 21 at the Marble Island Club and for September 29 at the Stone Fence Motel in Brattleboro. As I recall our last telephone conversation, you will not be able to be with us for the morning session on the first day in Brattleboro. Please advise us of your flight arrangements so that we can provide you with transportation from the airport.

We would appreciate it if you would speak to the Burlington Assembly during the morning session on Tuesday, September 21 on the HABITAT National Center. As you can see from the attached draft agenda, this would be scheduled for approximately 11:15 A.M. and would follow a presentation on the Vancouver Conference, a discussion of the principles and Plan of Action, and a showing of the United Kingdom film HABITAT/U.K. 76.

Enclosed you will find background materials which have been sent to the participants. The additional resource materials, which you reviewed in draft form, are just coming from the printers and will be mailed to you soon.

Our famous Vermont foliage season should be just starting and we look forward to welcoming you to enjoy it with us in Vermont.

Sincerely,

August 23, 1976

Dear (Resource Person):

For our Vermont Habitat follow-up conference we have designed a unique model by which citizens can experience a community assessment and determination utilizing such themes as environment, energy, appropriate technology, land use, economics and employment. As you can see from the brochure we have adopted an inter-disciplinary process model.

Because of your experience in environmental education and energy matters and your directorship of the new Citizen Education Task Force, we would very much like you to attend this two-day session as an "expert resource" person.

I am sure your schedule is very busy, but it is very important to us and the success of our program that a person with your expertise be present.

Sincerely,

(Project Director)

Selecting Participants

Essential to the success of any program dealing with the consideration of goals for a community is the involvement of a group which is representative of a cross-section of that community. A listing should be made of the sectors within the community which should be represented - particularly those whose members do not normally inter-face with one another. The Local Consultant can assist in identifying local individuals who can represent the interests selected. It is of paramount importance to select people who are not only knowledgeable in the area they represent, but who are able to communicate easily with other people and who are receptive to new ideas.

Letters of invitation should be mailed approximately six weeks prior to the date of the assembly. With the invitation should be enclosed a brochure describing in more detail the concepts of the assemblies. It should also include a return postcard for their response. (See Exhibit I)

The Local Consultant should be able to give a reasonable estmate of the level of response so that invitations can be extended with some advance anticipation of the number of participants who will attend.

The deadline for the return of the response card should be approximately four weeks before the conference date. This allows sufficient time to mail the HABITAT background papers to accepting participants and for mailing additional invitations if response is less than expected. In making additional choices in this situation, remember to keep the balance of representation in mind.

The assignment of participants to their permanent small groups needs to be carefully programmed to provide the community cross-sectional mix which is achieved in the over-all group. This is controlled by the use of name tags. The participants' name tags are lettered in one color with the group assignment designated by a letter (A,B,C..) in the lower right corner. Staff and Resource People are named in another color. The tags should be hand printed in large block print for easy reading across a discussion table.

Work Kits for Participants

A packet of basic information material should be presented to each participant at the registration table. This Assembly Kit might be packaged in an attractive folder appropriately printed with the assembly logo, the name and address of the sponsoring organization, and with a reference to the funding source. Pockets for materials are convenient.

The kit should contain:

The Assembly Agenda
Names and Addresses of Advisory Council
Names and Addresses of Speakers and Resource People
Names, Addresses, and Phone Numbers of Participants
Resource Briefs on the Target Community
Habitat Background Documents
Other Resource Material Pertinent to Topics to be Discussed
Any Forms which will be Referenced During Assembly Discussions

EXHIBIT I

SAMPLE INVITATIONS

SAMPLE Invitation to Participants

During the last few years we have been confronted with significant economic and social challenges which are straining the finite resources on which Vermont is dependent. We are now more fully aware of the interdependencies of economics, employment, energy, technology, environmental health, natural resources, and government. The time of difficult trade-offs has arrived in Vermont. How these trade-offs are made will determine the quality of our human settlements.

You are cordially invited to be our guest at a two-day community assembly for the purpose of considering these problems, trade-offs, and options for the future of Vermont's citizens.

The assembly is planned for September 29 and 30, 1976 at the School for International Training, Brattleboro, Vermont. This program is funded by the Office of Environmental Education, US Department of Health, Education, and Welfare as a follow-up to "HABITAT - The U.N. Conference on Human Settlements" recently held in Vancouver, British Columbia, Canada.

We are inviting 30 persons who hold key responsibilities in the Brattleboro area with regards to meeting fundamental needs of the citizenry: e.g., housing, water systems, waste removal, transportation, health delivery systems, financing, employment, etc. Our community assembly will be a cross-section of representatives from local and state government, business, industries, educational institutions, and civic organizations.

The expertise you have demonstrated in your field is very relevent to our assembly's deliberations. Therefore, we are most hopeful that you will be able to participate and have enclosed materials for your review.

Please respond to Peg Garland, Project Director, by August 20 by returning the enclosed registration form.

We are looking forward to hearing from you.

Sincerely,

PLEASE FILL OUT AND RETURN THIS CARD BY AUGUST 20.

☐ I will attend "HABITAT/Agenda for the Future" at the School for International Training, Brattleboro, Vermont, September 29, 1976, 8:45 a.m. to 9:00 p.m. and September 30, 1976, 8:45 a.m. to 5:00 p.m.

☐ I will not be able to attend.

Please print or type the following information:

Name _____

Affiliation _____

(A brief description of how you wish to be identified to the other participants) _____

_____

_____

Address: _____

City & State _____ Zip _____

Phone _____

SAMPLE PRESS RELEASE - Exhibit J

FOR IMMEDIATE RELEASE September 19, 1976

Resource: Bolton Institute, Inc.
P. Garland Phone 963-6296
5 Ridgewood Drive
Burlington, Vermont 05401

Can International dialogue be translated into community action? Thirty people representing a cross-section of the Burlington community have been invited to attempt an answer to that question at a two-day assembly at the Marble Island Club on September 21st and 22nd.

This conference, sponsored by the Office of Environmental Education, U.S. Department of Health, Education, and Welfare, and implemented by the Bolton Institute, Washington, D.C. is a follow-up to "HABITAT - The U.N. Conference on Human Settlements" held in Vancouver, B.C., Canada, May 31 - June 11, 1976. One of the important questions addressed by 132 nations attending the Vancouver conference was "can a nation achieve balance between the fundamental requirements of its people and the sustaining capacity of nature?" The Vermont conference is the first such program to be held in the United States.

The Vermont follow-up, HABITAT/Agenda for the Future" is a community assembly to consider the options for integrating human and environmental requirements in Vermont.

Joan Martin Nicholson, President of the Bolton Institute, pointed out, "during the last few years we have been confronted with significant economic and social challenges which are straining the finite resources on which Vermont is dependent. We are now more fully aware of the interdependencies of economics, employment, energy, technology, environmental helath, natural resources and government. The time of difficult trade-offs has arrived in Vermont. How these trade-offs are made will determine the quality of our human settlements."

The following nationally known people will speak to the assembly: Ronald D. Stegall, Special Assistant to the Secretary for International Liaison, U.S. Department of Housing and Urban Development, a member of the U.S. delegation to the Vancouver Habitat Conference; Dr. Fruzsina Fedlam, Director, Habitat National Center; Dr. Edward L. Henry, President of St. Michael's College, author of "Micropolis in Transition", a small city study; Elizabeth and David Dodson Gray, Sloan School of Management, Massachusetts Institute of Technology, authors of "Growth and Its Implications for the Future"; Leonard U. Wilson, Director, Vermont State Planning Office.

The decisions of this assembly will be conveyed to the national and regional offices of HUD and HEW as well as to appropriate state agencies. A similar assembly will be held in Brattleboro, Vermont, September 29-30.

(single space format was used for this sample....in an actual release double spaces should properly be used)

Transportation

For the convenience of staff and resource people who might be traveling by private car, maps should be obtained from the conference center and mailed with the letter confirming arrangements with each person. The Project Director should receive from each speaker, resource person, and staff member a copy of their travel schedule so that a master schedule can be prepared for the purposes of coordination.

Those persons arriving by air will require ground transportation. A four-door sedan with a large trunk area should be rented for the duration of each conference to facilitate the movement of equipment, supplies, and personnel. A staff member should be assigned as driver and given the responsibility of meeting planes for arrivals and departures. The exact times the speakers and resource people are to be on hand should be communicated to them when the first contact is made. The times agreed upon should be confirmed in writing prior to the conference, and departure times re-checked at the pre-conference briefing the night before the beginning of the assembly.

Press

The press should be notified of the assembly and encouraged to cover the speakers' presentations on the first day. A sample press release appears as Exhibit J. The press should not be invited to cover the small group sessions to eliminate any possibility that their presence might prohibit a free and informal exchange of concepts during these work sessions.

PRINTED PROGRAM FOR PARTICIPANTS

EXHIBIT K

HABITAT/AGENDA FOR THE FUTURE

A Community Assembly to Consider the Options for Integrating Human and Environmental Requirements in Vermont.

Sponsored by the Office of Environmental Education, U.S. Department of Health, Education and Welfare, and implemented by the Bolton Institute, Manchester, Vt., as a follow-up to "HABITAT - The U.N. Conference on Human Settlements"

HABITAT/AGENDA FOR THE FUTURE

Marble Island Club
Malletts Bay, Colchester, Vermont

September 21 & 22, 1976

First Day

8:30 am	Registration and coffee - Display by John Anderson, Architect
9:00	Introductions - Peg Garland, Project Director
	Opening Remarks - Joan Martin Nicholson, President, Bolton Institute
	INTERNATIONAL
9:15	THE UNITED STATES RESPONSE TO HABITAT Ronald D. Stegall, Special Assistant to the Secretary for International Liaison, US Department of Housing and Urban Development, Washington, D.C.
10:00	Group Assessment of U.N. HABITAT Principles and Plan of Action
10:30	Break
10:45	Film - HABITAT/U.K. 76 (United Kingdom - urban focus)
	NATIONAL
11:15	THE HABITAT NATIONAL CENTER Dr. Fruzsina Faolan, Director, Habitat National Center, Washington, D.C.
11:30	Film - TOAST (energy)
Noon	Lunch
	SMALL CITY PROBLEMS Dr. Edward L. Henry, President, St. Michael's College, Winooski, Vermont
1:30 pm	Film - HUMAN SETTLEMENTS AND ENERGY CONSERVATION (United States)
	LOCAL
2:00	THE REAL WORLD Group Sessions
3:00	Break
3:20	Continuation of Group Sessions
5:15	Cash Bar
6:00	Dinner
7:00	GROWTH AND ITS IMPLICATIONS FOR THE FUTURE Elizabeth and David Dodson Gray, Seminar on Strategies for Sustainable Growth, Sloan School of Management, MIT, Cambridge, Mass.

HABITAT/AGENDA FOR THE FUTURE

Second Day

8:30 am	Coffee
8:45	Film - THE LORAX
9:00	ROUND ROBIN DIALOGUE - Group Sessions
10:30	Break
10:45	Film - A CHAIRY TALE
10:55	AGENDA FOR THE FUTURE - Group Sessions
12:30 pm	Lunch
	THE STATE'S ROLE Leonard U. Wilson, Director, State Planning, Montpelier, Vermont
2:00	STRATEGIES FOR CHANGE - Plenary Session
4:00	Closing Remarks - Joan Martin Nicholson Peg Garland
4:05	Evaluation
4:10	Adjournment

THE HABITAT MODEL

Format

The Bolton Institute, through the use of a series of two-day Town Meetings - or Assemblies - was able in Vermont to cause disparate sectors of three communities to interact constructively and effectively in dealing with the problems of the quality of human settlements and the natural systems which sustain them.

Three assemblies were held. The two which were in the original proposal were held in September 1976 and involved local residents from the city of Burlington (population 38,633) and the town of Brattleboro (population 12,229). The third assembly which was conducted in May 1977 was organized at the request of the participants of the Burlington meeting and had as its focus the Chittenden County Region (population 100,000 +, with Burlington as its largest city).

The format used brought together thirty people at each assembly who held key responsibilities in their communities with regard to meeting fundamental needs of the citizenry; e.g., housing, water systems, waste removal, transportation, health delivery systems, financing, employment, etc. The community assemblies were a cross-section of representatives from local and state government, business, industry, educational institutions, and civic organizations. The participants were chosen carefully to provide a broad representative mix of the community.

The two-day assembly was an educational process during which the participants assimilated information and diagnosed their community, using this information and their own perceptions as the foundation for their diagnosis. Relevant materials were assembled for the meetings and a series of background documents were developed especially for the HABITAT Assemblies. These working papers dealt with the three main topics of human environment, systems, and natural environment.

The format design brought together the elements necessary for a successful program - able speakers, a clear relationship between the parts, variety and change of pace, and ample opportunity for members of the assembly to participate. The major divisions of the two-day sessions were International, National, and Local.

Agenda

The keynoter on the morning of the first day directed attention to the Vancouver conference, and the U.S Response; and a discussion of the HABITAT Documents. This was followed by one of the films developed for the U.N. Conference, HABITAT/U.K. '76. The National focus was developed by a representative from the Habitat National Center. Films dealing with energy were used in this part of the program. The luncheon speaker was an expert on the problems of small cities.

After lunch the participants were divided into three groups and assigned a facilitator and a recorder each. The small groups had been carefully designated in order to achieve the broad mix of the larger group. With the assistance of the background documents developed for the purpose each group devoted the afternoon to assessing the community, its history, its development and its present character or image as a human settlement.

After dinner there was a presentation on growth and its implications for the future.

The second day began with a film of general interest and then the participants returned to their assigned groups for a round-robin dialogue. This provided an opportunity for an expert in each of the three major topics to make a brief presentation to each group on the far-reaching possibilities and implications in his field and to participate in a discussion with the members of each group.

After the morning break, each group reconvened to determine, in the light of the information which had been given them, five goals for the next decade to improve the quality of life in their community. Before breaking for lunch each group elected a spokesperson to represent it in the afternoon plenary session. The luncheon speaker dealt with the state's role in human settlements.

After lunch the group convened in plenary session to discuss strategies for change. The three elected leaders assumed the chairmanship of the group. Each presented the five priorities of his group and the entire group, after discussion, agreed on three top priorities. The plenary session was then divided into three self-selected groups to discuss each of the three priorities. Each group dealt with the resources in the community to achieve their priority goal and developed a plan of action toward implementation. The groups returned to plenary session for the three reports and to discuss how to proceed in the future.

Working Agenda

The following is the working agenda for the HABITAT Model. This is the basic tool for the leaders of the assembly. Exhibit K illustrates the printed program used by the participants.

FIRST DAY

8:30 A.M. - Registration and Coffee

(Participants pick up folders, get color-coded name tags which have group letter assignment)

9:00 A.M. - Introductions. Project Director (Moderator) introduces all support staff and gives a little background sketch, pointing out to participants the page in their work kits which has names and addresses of all support staff.

Moderator introduces official of sponsoring organization.

Official briefly outlines primary goals and process and introduces international speaker

INTERNATIONAL

9:15 A.M. - International expert speaks on HABITAT concept, U.S. final positions and domestic implications of those positions relevant to area of the Assembly

(First film should be on projector)

10:00 A.M. - Moderator thanks speaker and requests participants take their chairs and form two groups (pads and markers ready for each group).

Reporter and facilitator should each join one group. Goal of each group: to discuss their interpretations, questions, and opinions of the HABITAT principles and the Plan of Action and Symposium Declaration. Recorders outline discussion and major points on newsprint.

Facilitators briefly review the Declaration, Plan of Action, and Symposium Declaration in that order prior to discussion.

10:30 A.M. - Coffee Break

10:45 A.M. - Moderator introduces HABITAT film (urban focus), pointing out that it was prepared for HABITAT, and that each nation had to prepare three media presentations as part of their national preparation. All the national films are compiled and held at the University of British Columbia.

NATIONAL

11:15 A.M. - Moderator introduces National speaker

11:45 A.M. - Adjourn for Lunch

Noon to 1:00 P.M. - Official introduces Luncheon Speaker - Subject: Small City Problems

(During lunch put afternoon film into projector)

LOCAL

2:00 P.M. - Group breaks into three groups -- A, B, and C. Facilitators allow ten minutes for participants to review working papers. Each participant takes one topic from each of the three sections and becomes the expert for the remainder of the afternoon. The participants undertake a discussion of the community focusing on the human environment, systems, and the natural environment in that order. All observations will focus on the community, its history, and its present circumstance or character.

Recorders record all points of the discussion on newsprint pads on easels with magic markers in front of the group. Spend fifty minutes per unit. Therefore, from 2:10 to 3:00 P.M., participants discuss human environment. Facilitators go around tables asking each participant to contribute from the basis of the documents they have been assigned.

3:00 P.M. - Afternoon Break

3:20 P.M. - Three groups reconvene. Participants take their worksheet questions from folder and fill them out, giving them to the Reporters to be held for Project Director (The worksheet requested individual priority assessment.)

Section II of materials, Systems, is focused on addressing the community.

4:10 P.M. - Same process for Section III, Natural Environment

5:00 P.M. - Reporters relate to group where they have been in these three topical areas. The Facilitator then summarizes the links among the three facets.

5:15 P.M. - Cash Bar

6:00 P.M. - Dinner

7:00 P.M. - Moderator introduces Dinner Program
Subject: Growth and Implications for the Future

Moderator thanks speaker and adjourns first day session.

.....

(8:00 P.M. - Staff meets to assess first day, plan second day)

.....

SECOND DAY

8:30 A.M. - Coffee (Film being set up)

8:45 A.M. - Film - General applicability
After film, Moderator requests participants to rejoin their three groups.

9:00 A.M. - Round-Robin Presentations

Human Environment
Systems
Natural Environment

Each speaker makes same presentation three times, once to each group, exploring new ideas and presenting insights for ten minutes

Participants discuss the concepts with the speakers for 15 to 20 minutes with Recorder taking detailed notes

10:30 A.M. - Coffee Break

10:45 A.M. - Participants return to orginal groups and accomplish the following:

1. Spend 5 minutes individually listing 5 things they would like to see happen in their community in approximately the next decade to make it an ideal environment. Individuals then present their ideas to the group with Reporter noting them on newsprint.
2. Discuss all the ideas
3. Group selects from all ideas 5 that they as a group wish to cite as goals for their community.
4. These selected 5 are ranked in priority order.

(Instructions to facilitators and recorders: Record each priority on a separate sheet of newsprint, numbering each page as #1,2,3 priority. For each priority prepare a needs/resources/authorities chart.)

11:40 A.M. - The Facilitator has the group indentify the needs-resources, and authorities required to achieve their three priorities.

12:05 P.M. - Each group selects a representative

12:15 P.M. - Break for Lunch

12:30 P.M. - Lunch - Group representatives, facilitators, and recorders meet at lunch at one table with Project Director to prepare the afternoon session.

Speaker is introduced

1:30 P.M. - All participants return to Plenary Session. The representatives from the 3 groups serve jointly as moderators. Each representative presents the 3 priorities form their respective group, plus needs, resources, authorities chart. Full group discussion follows on the 9 priorities and 5 of these are selected as goals and listed in order of priority. (30 minutes) The top 3 are selected as goals, the needs/resources sheet is compiled quickly by the Reporters to bring together the information that was developed relevant to the selected priorities.

2:30 P.M. - Participants voluntarily select which of the 3 priorities they would like to relate to. The Plenary group splits into 3 groups defined by the 3 priorities. Each group spends 30 minutes assessing the implications of their priority choice on the human environment, systems, and the natural environment with the help of the facilitators and the reporters.
In each of the 3 priority groups, the participants have two assignments: 1)assessment of the impact of the choice; 2) prepare a flow chart determining in sequence the kind of steps or action which must be taken to move their goal from an idea into reality

3:30 P.M. - Participants return to Plenary session to present impact assessment and flow chart by group. Representatives again moderate and general discussion is held

3:55 P.M. - Agenda for the Future - The Community. Moderators will design whether participants should continue to interact on these goals following conclusion of the assembly.

4:00 P.M. - Closing Remarks - Project Director

4:05 P.M. - Completion of individual evaluation

4:10 P.M. - ADJOURN

.....

General Notes

It is important to choose carefully the days of the week and time of year for the assembly. In Vermont, mid-week days were considered the best possibilities because of the scheduling of most local legislative meetings. The Fall season seemed to be the most suitable for this area. This is a variable which needs to be assessed in each locality in a very realistic way. The fact that Vermont had such a high rate of acceptance from the invitees - especially in the two Fall assemblies - bears witness to the general wisdom of the choices.

.....

During the early part of the assembly, a review of what has been done on federal and state levels in the field which is to be the focus of the assembly is important. This can best be handled by choosing representatives from both of these levels to serve as resource people and/or speakers. This background serves to give the participants the perspective needed to proceed on a local level and emphasizes the role of inter-governmental cooperation.

.....

When working within a time frame of a two-day assembly it is important to provide variety and change of pace. While the main focus of the assembly format was the use of small-group dynamics, diversity was provided by the use of individual speakers, films, and other audio-visual materials. Films should be viewed by the Project Director to assure that they are beneficial to the purpose of the assembly. Knowledge of the exact running time for each film is necessary for proper scheduling.

.....

Tailor the program to the needs of your specific group, keeping in mind all the suggestions mentioned above and throughout this manual.

Conclusion

The Vermont HABITAT Model was developed by the Bolton Institute to provide a process whereby a heterogeneous group of thirty people can proceed through an experience involving the assimilation of new concepts, a reassessment of existing information and an opportunity for an in-depth diagnosis of their community - its past, present, and future. This group dynamics model was successful in mobilizing and energizing a group of community leaders in each of three quite different communities in which it was tested.

The model developed for the HABITAT follow-up assemblies was carefully constructed to bring the participants from one point of understanding of the issues to another and then another. The time element allowed for each of these was not totally adequate - by design. The apparent lack of sufficient time was somewhat frustrating during the assembly (as attested to by some of the comments on the individual evaluation sheets), but served the purpose of keeping the participants continually wishing they had more time to develop their thoughts on an issue, convince their colleagues to their way of thinking or interject some new idea. This left them at the end of a two-day experience with a sense of accomplishment, a better understanding of the elements within their community, but with a feeling that they could have been even more productive if more time had been available. This produced an optimum climate for developing a desire for some means to continue the dialogue and to continue to seek solutions to the problems which had been identified.

(Upon review of the evaluations after the Burlington assembly, the staff adjusted their procedure to create a somewhat more relaxed atmosphere without actually varying to any great extent the tight time frame.)

EVALUATION

Individual Evaluation Sheets may be distributed to the participants at the adjournment of the assembly. They should be given a few minutes to complete them and return them before their departure. (See Exhibit L) Evaluations are extremely helpful to the staff in assessing the effectiveness of the model and in making appropriate changes in the agenda of subsequent assemblies.

EXHIBIT L

ASSEMBLY EVALUATION

BOLTON INSTITUTE, INC.

Suite 302
1835 K Street, N.W.
Washington, D.C. 20006
(202) 872-1014

ASSEMBLY EVALUATION - FOR U.S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

1. What did you feel was the most useful item on the program?

   _____

2. Which media presentation provided the most enlightening information?

   THE LORAX _____ TOAST _____

   HABITAT/U.K. 76 _____ THE CHAIRY TALE _____

   HUMAN SETTLEMENTS AND ENERGY CONSERVATION _____

3. Which speaker's presentation did you enjoy the most?

   _____

4. Did you feel that the materials provided met your need in participating?

   _____

5. Did you find the group presentations helpful in formulating your thoughts?

   _____

6. Did you find that the group participation was an appropriate format for the program? _____

   Why? _____

7. Should any topics have been eliminated?

   _____

8. What topics were missing?

   _____

9. If you planned such a program what would you do differently?

   _____

   _____

10. Do you feel this program will affect your decisions?

    _____

11. Do you feel that this two-day Assembly was helpful to your understanding of the need to integrate human and environmental systems?

    _____

12. Please feel free to make any additional comments or criticisms on the following lines provided.

    _____

    _____

    _____

"Bridging the gap between the requirements of human societies and the welfare of nature's systems."

At the End

The Recorders newsprint notes are assembled and assigned to the clerical staff for transcription and mailing to the participants as quickly as possible. A two week turn-around time is desirable. Tapes of the speakers' presentations, in cases where there was no prepared text, shoud be transcribed and distributed.

.....

All bills should be mailed to the Project Director for approval before being forwarded to the Financial Officer for payment. Vouchers for expenses from the speakers and resource persons should be accompanied by copies of airline tickets and any other appropriate documentation.

.....

Letters of appreciation should be sent within a week after the assembly to speakers, resource people and facilitators, etc. (See Exhibit M).

.....

When all of the preceeding steps have been completed, a final report should be written stating the goals and objectives of the assembly, a summary of the project, the amount and type of community participation, the agenda model used, and an evaluation of the exercise.

FOLLOW-UP

The Habitat Assemblies are designed to act as a catalyst for ongoing community action. It is important that the initiative for this continuation come from within the local group if it is to be meaningful to the community.

If the participants of the assembly decide to organize an ongoing group, the staff should be ready to provide whatever assistance might be appropriate to encourage that effort.

EXHIBIT M

LETTERS OF THANKS

BOLTON INSTITUTE, INC.

Suite 303
1835 K Street, N.W.
Washington, D.C. 20006
(202) 872-1014

Dear Friends:

Our two days with you in the Habitat Assembly reaffirmed our faith in the human spirit and the processes of democracy. As mentioned, even after all our preparation, we had some anxiety as to whether or not our efforts would prove meaningful.

We left the Assembly elated by your efforts and confident that your community has an exciting future ahead. To all, we are grateful.

You will find enclosed, as promised, a final set of working documents. We hope these will prove useful to you in undertaking further efforts. None of the materials are copyrighted. Please feel free to reproduce them. You have received a lot of printed matter. This is intentional, as one of our goals is to provide you with the beginnings of a mini-resource library to support your interests in those concerns we addressed, when undertaking your daily responsibilities.

If we can be of assistance to you in the future, please do not hesitate to let us know.

Sincerely yours,

Peg Garland
Project Director

Faithfully,

Joan Martin Nicholson
President

JMN:ot

Enclosures

BOLTON INSTITUTE, INC.

Suite 303
1835 K Street, N.W.
Washington, D.C. 20006
(202) 872-1014

October 9, 1976

Dear (speaker, facilitator, etc.):

Thank you again for your participation in both of our Vermont HABITAT Assemblies. Your presentations on the role of Habitat National Center and your skill as a facilitator played a significant part in making these two conferences successful.

It was my privilege and pleasure to work with you and I only wish that the Vermont foliage had cooperated to produce its peak of color during your visit. I hesitate to tell you, but they are superb right now. If you would like to come back right now, you would be welcome...no work attached.

My best wishes to you for your continued success as Director of the Center. I hope I will have the pleasure of meeting you again in the near future.

Sincerely,

(Project Director)

SUGGESTED SCHEDULE

Select Project Director Local Consultant Editor/Writer	Six months
Choose Advisory Council Arrange meeting of Advisory Council Select location of assembly	Five months
Prepare Background Papers Invitational Brochure Selection of Speakers	Four months
Select Audio-visual material Assemble staff - facilitators, reporters, resource people Select Participants	Three months
Mail Invitations Prepare kit materials	Two months
Print Programs and Name Tags Check participant responses - send out additional invitations if needed Reserve necessary ground transportation Select menus	
Mail study materials, if any Check final facilities arrangements Check travel arrangements of speakers and staff	Two weeks
Assemble kits Prepare name tags Assign participants to small groups Send press release to news media	One week
Staff and speakers arrive Dinner and Planning session for staff and speakers	One day
HANDLE ANY PROBLEMS CALMLY	Assembly - D-DAY
Write letters of appreciation Pay bills as they are submitted Transcribe reporters notes and tapes of speakers presentations	One week after
Mail transcripts to participants	Two weeks after
Final Report	Two months after

STAFF REQUIREMENTS

Project Director
Local Consultant
Editor/Writer
Secretarial Assistant
Facilitator*
Recorder*

*one for each of the small discussion groups